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The major manpower problem in the Agency is the maintenance of an efficient and mobile corps of career employees.

Operational specialists with expertise in specific areas or functions must be available to meet new requirements in relation to constant changing international situations. Skill in intelligence techniques, language and area knowledge and overseas contacts possessed by young career employees are assets which are hard to come by. Attrition of young experienced employees in the middle grade levels is a severe loss which may delay or defer the activation or completion of critical operations.

Incentives which can be offered to superior young covert operators and junior professional specialists must counter balance disadvantages which are inherent in the nature of intelligence production. Some of these disadvantages are the requirement for anonymity, limitations on participation in community and professional affairs, potential separation from family, hardships for families overseas, constant watchfulness and concern for cover and security. The ablest young employees will not indefinitely forsake the prospect of larger earnings in other activities unless there are compensating advantages. Nonmonetary incentives such as sabbatical leave, internal recognition through honor awards, privilege to participate in affairs of world-wide importance and advanced training can be offered. However, opportunity to advance is the basic inducement to young persons who are looking forward to a satisfying long-range career.

At a time when competition for young specialists is very keen, a long-headed potential careerist wants to be assured that his promotional opportunities will not be limited by a rigid wage and grade structure which is based on longevity of service rather than on merit. The disadvantages which are inherent in covert

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operations and intelligence production are doubly emphasized in the minds of young careerists in the middle grade levels when they realize that their chances for advancement are diminished by the large number of able young men who already fill the senior positions in the Agency. The average age of personnel at the GS-15 level is 45 years and they anticipate 17 more years of work in the Agency before they may retire on a full annuity. The majority of these relatively young men have reached the top and cannot look forward to higher positions. The slightly younger middle grade group are stymied with no opportunity to advance.

Many covert operators after they reach the age of 45 are no longer able to perform exacting overseas duties for reasons of health and family responsibilities; and in some instances because of loss of cover and identification with the Agency. Some of this middle aged activist group are very able. Others may be "hangers on" with a tendency to place job security above getting the job done. Yet they cannot be separated for cause and reduction-in-force is non-selective. The problem of identifying and separating in this group persons who cannot be used in the Agency with maximum efficiency is of major importance, particularly when they will not be eligible for economically feasible retirement benefits for many years.

SUMMARY: 1. The quality and mobility of personnel, not numbers, are essential to the accomplishment of our mission.

2. Personnel management in CIA must be able to offer:

- a. A highly rewarding career with opportunities to advance to the outstanding man or woman, and
- b. Early retirement on a selective basis with an economically feasible annuity for those middle aged careerists who have served their usefulness to the Agency. (Statutory authority, of course, would be required to establish an early retirement system.)